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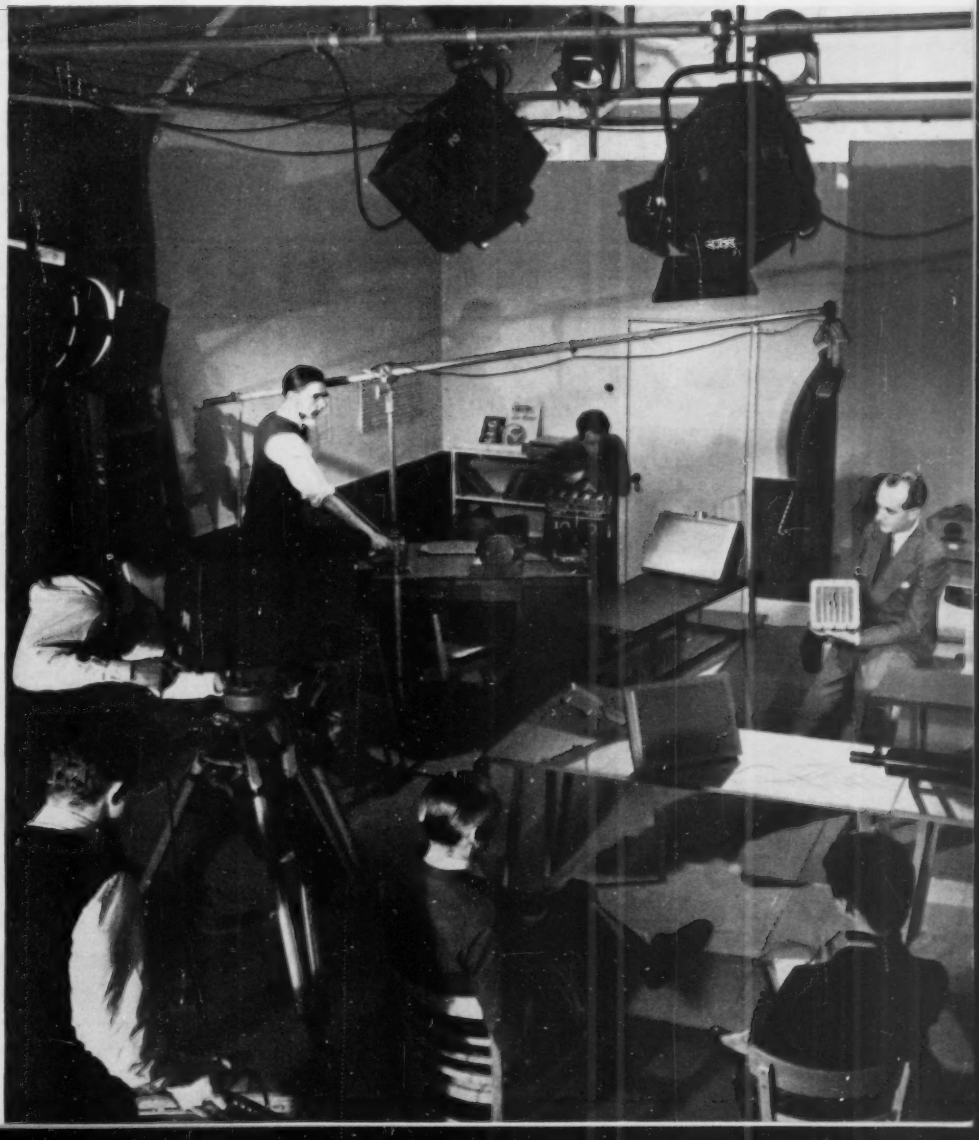

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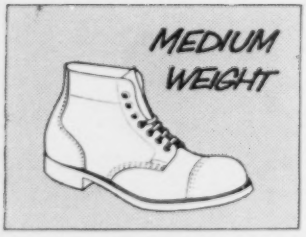

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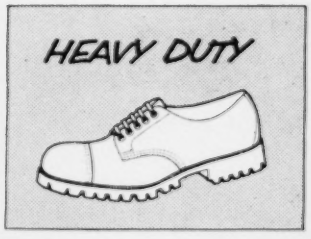

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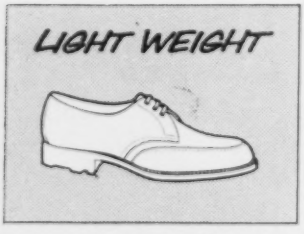

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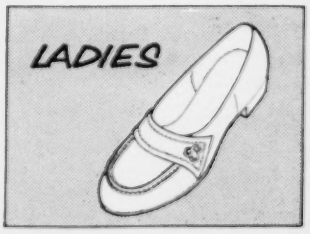

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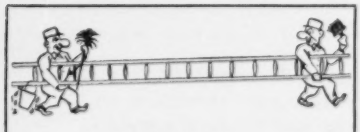

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Personnel Management and Methods

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JUNE, 1959

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Warmish Air

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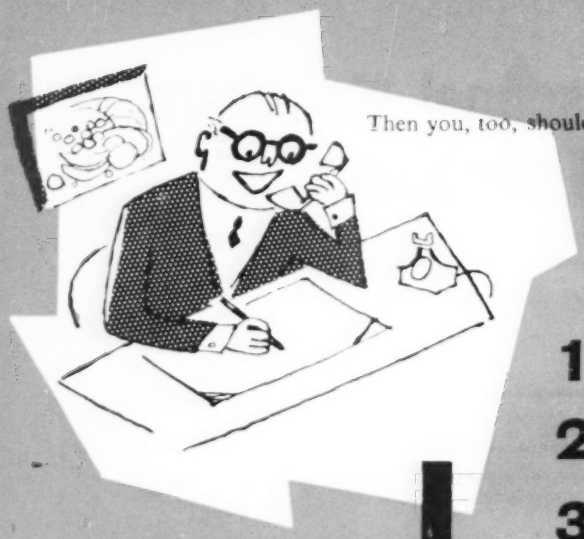

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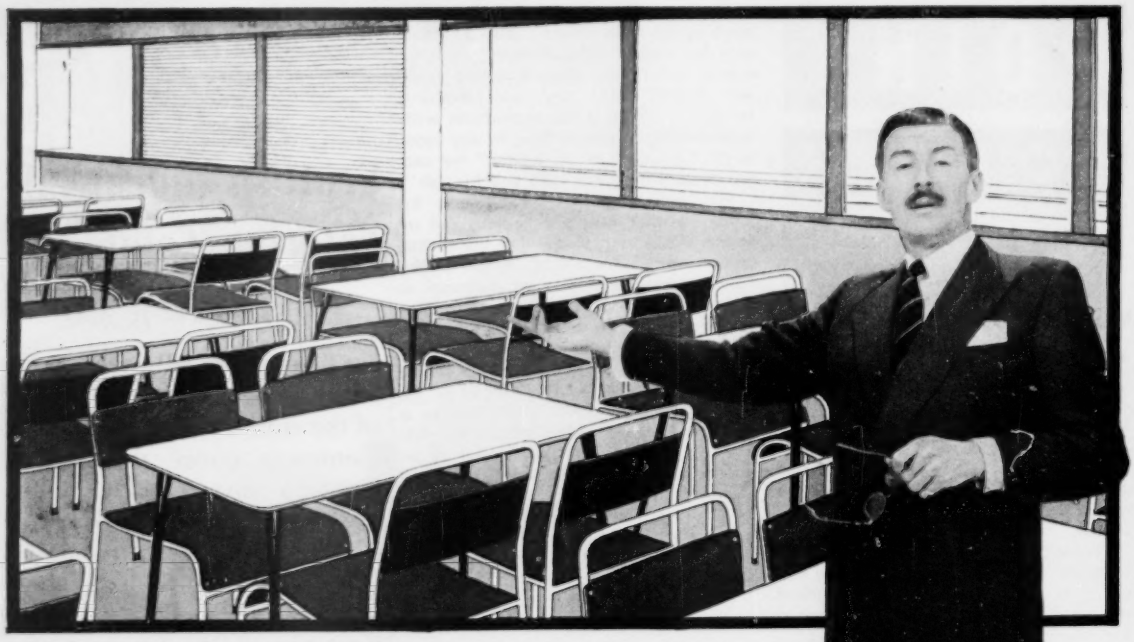

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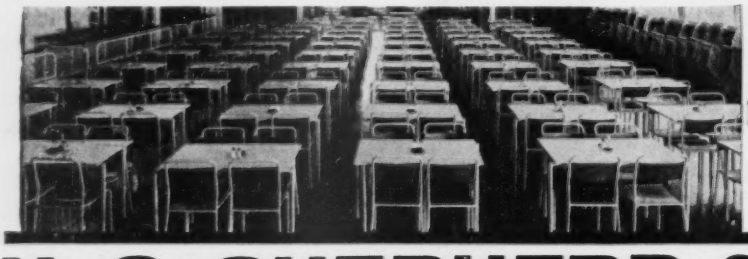

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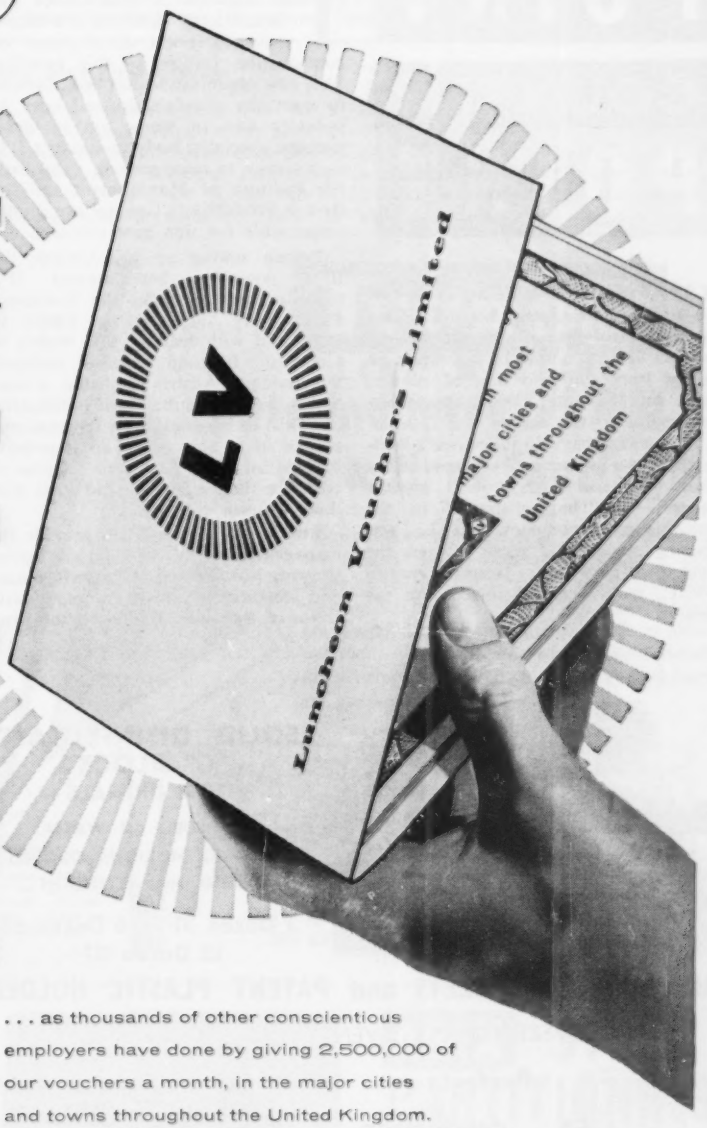

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of Tyres (Scotland) Ltd., a member of the fitting staff spotted an unfamiliar marking inside the cover. At first he thought it was a stamp, but when he peeled back the thin film of rubber, there was the note, almost completely moulded into the casing.

It was sent back to Goodyear's Wolverhampton factory and returned to the man who had lost it — 12 months before — a "bagger-upper" in the vulcanising department. As he was moving stocks of "green" tyres, the note must have fallen from his overall pocket, and been vulcanised into the tyre.

Broader Thinking

THE creation of The Centre for Interfirm Comparison is a major advance in the development of comparative studies in this country. This new organisation has been formed to meet the growing demand both in industry and in trade for an independent specialist body to conduct IFC as a service to management. (The British Institute of Management and the British Productivity Council are jointly responsible for this new venture).

Before setting up the Centre, the BIM contacted international IFC organisations such as the European Productivity Agency of the OEEC in Paris and with leading IFC bodies in Germany, Belgium, France, Holland, Switzerland, Austria and the United States. As a result, British industrialists will be assured of an international service at a time when an impressive number of U.K. firms are anxious to compare their efficiency and costs with their oversea competitors.

Interim comparison will provide the management of a firm with key figures showing how its operating performance and financial results compare with those of the same trade—all the firms in the particular industry having contributed figures anonymously to a common pool. The comparisons show management where there is need for improvement and reorganisation if competitive standards of performance are to be achieved. They also suggest what sort of improvements might be effected.

Not only will the Centre be undertaking comparisons by direct arrangement with individual firms but a special service will be offered to trade associations—acting on their behalf as a "neutral" expert organisation for conducting interfirm comparisons. Every firm or group taking part in IFC is known by a code number and information is submitted to the Centre in the strictest confidence.

Although IFC is more established abroad, comparisons have been carried out in a number of industries and trades in this country—printing, textiles, shoes, rubber and retail distribution have already been covered. Details of seminars and conferences to be devoted to management ratios and IFC will be found on the Diary page in this issue.

The first members of the governing body of the Centre for Interfirm Comparison are Mr. John Ryan (chairman of the BIM Information and Research Committee and vice-chairman of the Metal Box Co., Ltd.), Sir Charles Norris (director of the British Productivity Council); and Professor Sewell Bray, author and professor of accounting.

Whose Babies?

SURELY there was a concealed censure of our industrialists in the remarks of Mr. Iain Macleod, Minister of Labour and National Service, speaking on "Industrial Change" to an IPM conference on May 5. Regarding the expansion of training opportunities he said that the strong lead of industry's own Council needs to be translated into action by individual firms.

"This is essentially the responsibility of organisations in each individual industry but the Government have been considering whether there is anything they could do to assist. There is an important job to be done in the field by way of persuasion, stimulation and practical assistance on training matters and some industries have found it very useful to appoint training officers for this purpose.

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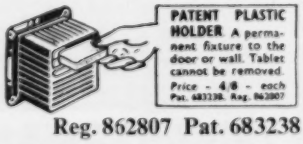

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POINT COUNTER POINT

Starting with this issue, readers are offered a new, free service in connection with our 'Equipment Market' (pp. 37/8).

This Month's Cover . . .

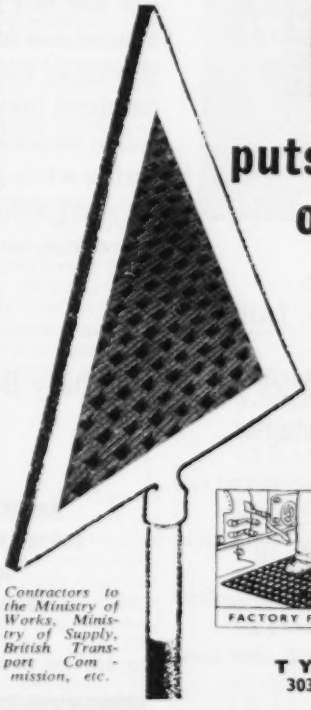
. . . shows a scene being 'shot' for a dealer information film on car heaters, sponsored by Smith's Motor Accessories and produced by Kinocrat Films Ltd. What you do not see is the careful planning and organisation that is needed before such a film can be produced. The 2nd Festival of Films in the Service of Industry is the subject of a report by Alec M. Hughes on page 20: we also feature extracts from a book to be published shortly on the subject of industrial films, their creation and their uses.

"The Government are most anxious to help in increasing the number of training officers in industry and we propose, if Parliament approves, to offer a grant-in-aid to the Industrial Training Council for the purpose of furthering the appointment of Training Development Officers either by the Council itself or by employers' organisations, Joint Industrial Councils or similar bodies.

"The maximum total of the grant-in-aid would be £75,000 and it would be payable over a limited number of years in order to concentrate its effect within the 'bulge' period when the development of training is most vital. It would also be subject to the condition that during the same period industry itself should contribute at least the equivalent amount for the same purpose. I should make it clear that this help from the Government is a temporary operation designed to encourage and assist industry in the face of the 'bulge' to carry out its responsibilities in the national interest as well as its own."

Although some might quibble over the figure, it has been estimated that 56 per cent. of school-leavers are at present taking unskilled or semi-skilled employment, when the country is crying out for technicians. 'The bulge' is with us and it presents a challenge to existing apprenticeship schemes; but in a spirit of social justice, this boost should be accepted by industries wherever possible.

In addition to the Government's willingness to subsidise extended training schemes, we might wonder if a scheme could be devised to expand technical schools—even by taking over ex-WD property—to enable youngsters, in areas where no suitable vacancies exist, to stay on at schools for a few years and count their additional years of study as years of apprenticeship.



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NEWS NAMES NOTES

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Applications for the 1960 competition (full details from HMSO, 6d. post free) must be submitted to the Ministry of Education by July 31, 1959. Candidates must be over the age of 25 and be in possession of a university degree in engineering, a Diploma in Technology (Engineering), a Higher National Diploma or a Higher National Certificate in Engineering with at least two distinctions, or a qualification of equivalent standard. They must have been subsequently engaged as practising engineers for not less than three years.

Shop-floor Salesmen

CUSTOMER SATISFACTION is just one of the elements of good business that more and more managements are trying to teach their employees. A sales campaign has recently been launched by PECO (Projectile and Engineering Co.), who are explaining the project to their workers by means of a pamphlet to be followed up with 'pulls' of advertisements for display on the works noticeboards. The pamphlet ends: "I'm doing pretty well if I can raise inquiries. After that it's up to you to produce the best machines for the job, then your sales department will go out and sell them."

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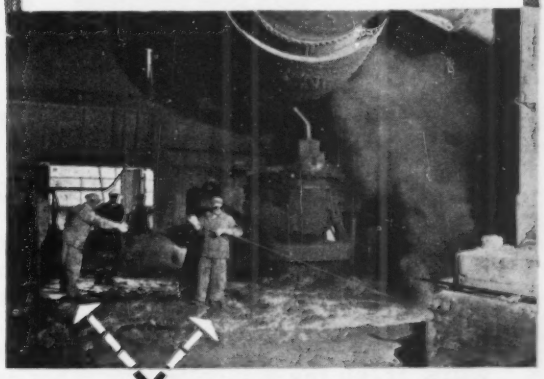

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NEWS NAMES NOTES

series on safety, health and welfare. The pamphlet (No. 7, price 1s.), lays out a clear code of good practice covering responsibility, storage, transport, loading, insertion of go-devil into pipe and excavation down to the pipe. A table of maximum permissible doses for gamma radiation is given, together with certain exceptions to the rules. But the insistence throughout is that the best results can be obtained without departing from the safe practices recommended.

New York's Times Square became Safety Square for one week — James Tye (left), chairman of the British Safety Council, changed the plaque during his recent visit

HOME SWEET HOME—11,900,000 dollars have been spent on welfare development on British Guiana sugar estates since 1949. During that period, some 650 families were housed and, shortly, another 4,000 people will have the opportunity of moving into new homes.

MEDAL FOR MANAGER—This year the best final-year student in the Diploma course in Management Studies at the Regent Street Polytechnic will receive the Urwick Medal, a new annual award.

NO JUGGLING—Easier handling of materials will be the theme of this year's industrial safety week, September 28 to October 3.

SUNDAYS AT SEA—People with religious objections to working on a specific weekday will be able to substitute Sunday for that day when claiming unemployment benefit. (National Insurance [Unemployment and Sickness Benefit] Amendment Regulations, 1959. S.I.1959 No. 686, price 3d.)

Sir Alexander Fleck, KBE, FRS, chairman of Imperial Chemical Industries Ltd., has accepted presidency of the Industrial Co-partnership Association.

Mr. P. G. Malins has succeeded Mr. B. W. Vigrass as manager of the Midland region of the British Institute of Management. Mr. Vigrass is now overseas and regional manager at BIM headquarters, London.

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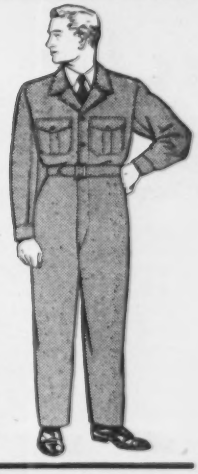

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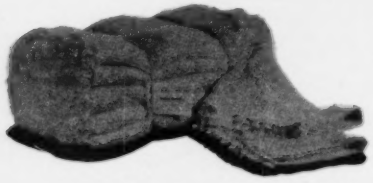
"Kex" service for cleaning and reconditioning used Industrial Gloves

We collect, clean, sterilize, repair and reform your used industrial gloves and make them perfectly satisfactory for further use. It is wasteful and expensive to discard your dirty work gloves, and dangerous to allow them to be used until they are worn out. With "Kex" reconditioning service you can cut your glove costs in half!



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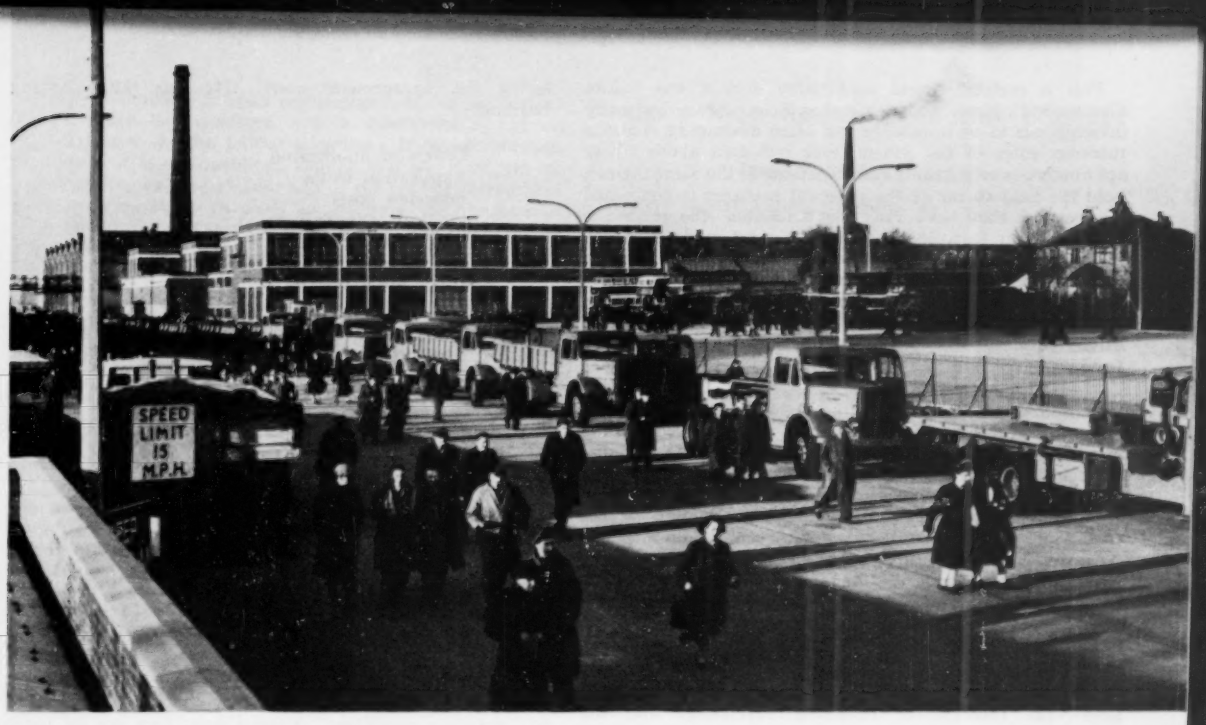


Human traffic without measure —Forty years of failure

The attractive simplicity of a traditional formula denies any hope of accurate labour turnover costing

by B. Edwards

HOW LONG does it take for a new idea which requires a little time and trouble in its application to supersede a well-established but often hopelessly misleading method?

This question is prompted by the fact that in 1959 there falls the 40th anniversary of what was probably the first attempt in this country to measure labour turnover in a scientific manner. In 1919 Captain (formerly Professor) Greenwood read a paper to the Royal Statistical Society on "Problems of Industrial Organisation". A section was devoted to a study of labour wastage amongst married and single women doing work in munition factories. The results of Greenwood's investigation had proved useful as a pointer towards executive action which had resulted in a reduction in labour wastage.

Greenwood's work, based on the type of analysis performed by actuaries in connection with mortality statistics, received scant attention from industrialists at the time, and has received relatively little since. Though from time to time studies of labour wastage have been made on lines similar to those pioneered by Greenwood,* it is safe to say that the majority of personnel executives wishing to measure their firm's labour turnover are using, in 1959, methods little different from those adopted by their predecessors before the First World War, i.e. the crude labour-turnover rate (the number of leavers in a period) divided by the average number of workers employed during that period.

* *A practical method of approach was outlined in an article by Mr. Edwards in* Bus and Coach, *August, 1958*

This is certainly more used today than it was before Greenwood's time, and yet it has been shown by many investigators to be unreliable and often misleading. Labour turnover rates of the general type indicated above (there are numerous refinements and variations of the same theme), hold the field so far as the practical manager is concerned not because they have been found reliable—the reverse is the case—nor because they act as a clear guide to policy in the majority of cases, but simply because they are easy to calculate. More reliable measures of labour turnover, following on the path blazed by Greenwood, are available, but they usually take more time to derive—and their use often requires some reorganisation of the system adopted for keeping personnel records.

It is a great pity that, during the early post-war years, when this problem of labour wastage was uppermost in the minds of businessmen, the Ministry of Labour and National Service (and organisations such as the British Institute of Management and the Institute of Personnel Management), should have encouraged the widespread adoption of the crude labour-turnover rate as a measure of labour wastage. At a time when the problem was specially acute, and firms correspondingly responsive, far more should have been done to publicise the use of more scientifically designed measures.

Perhaps the situation is not quite so unsatisfactory as this brief sketch might make it appear. Two important research institutions whose work embraces the personnel field — the Institute of Industrial Psychology and the Tavistock Institute of Human Relations — have done much to discourage the use of crude labour-turnover rates and to promote the use of measures based on the length-of-service structure of the labour force. In addition, the example of organisations such as The United Steel Companies Ltd., and the London Transport Executive, should serve to remind us that these "new" ideas (at least forty years old!), are not merely the theoretical playthings of academic minds, but have stood the test of practical application.

Financial Purpose

Of course, in every way that we attempt to measure labour wastage, we do so with the intention of providing a basis for some sort of executive action; and this action will generally be taken with the idea of reducing costs. We wish to reduce labour wastage not from some abstract motive but because we know that such wastage is costly to our firm. From knowing that such turnover costs us something, it is only a very small step to wanting to know "How much?" Hence the current interest in the costing of labour turnover.

A recent article published by F. J. Gaudet is fairly typical of the method commonly adopted to handle this problem. Mr. Gaudet divides turnover costs into six categories: **(a)** recruitment; **(b)** selection and engagement; **(c)** induction and job training; **(d)** on-the-job costs; **(e)** separations; and **(f)** intangibles. He rightly stresses that errors in the estimation of costs under some of these headings are all too easy to make, and that the greatest care must be taken to ensure that costs relating to all who apply for a job should be included and not just those selected for interview or who are engaged. As an illustration of Gaudet's approach, we will consider how he handles selection and hiring (i.e. engagement) costs. He lists the following headings:

Letters of application
Application forms
Interview costs
Medical examinations
References
Psychological testing (where applicable)
Other miscellaneous costs.

Each section above is then examined in turn and the likely pitfalls in the estimation of costs are pointed out to the reader. Under "Application Forms" he says:

> *"Far too many companies consider this cost to be only the printing of the form. More important is the cost of the time to check whether the blanks have been completely and correctly filled out. Where the applicants are illiterate or semi-literate, this cost may run as high as a dollar or so for each one. But even in hiring college graduates, many companies find it necessary to have a clerk check over the form before it goes to the interviewer.*
>
> *Though the cost per applicant is negligible, where the ratio of the number of hires to the number of applicants is low, one in 30 for supervisory trainees, or one in 50 for salesmen, the rate per man hired becomes significant. Typical costs here are $4 for a packer, $30 for engineers in a utility company, and $14 for a wage practices associate".*

Now obviously the collection of such data on costs is only a first stage: it is what we do with this information when we have collected it that matters. Surely, in their raw form, costs of recruiting, of selection and so on, cannot be the basis for any policy decision. We have to relate them in some way to the number of workers involved. Indeed, it is disappointing on reading Mr. Gaudet's article to find that he nowhere recognises this point explicity.

From the type of remarks quoted at the end of the quotation above, it would appear that his main aim would be to deal with each employment category separately and to work out average costs under each heading considered. These average costs would presumably be per worker engaged so far as recruitment, selection and engagement costs were concerned; per worker in training for induction, job training and on-the-job costs; whilst for separation costs, the average would be stated as so much per worker leaving during the period in question. The allocation of intangible costs is something which defeats even Mr. Gaudet. This writer's opinion would be that, costs that we are compelled to consider "intangible" should be omitted from any numerical calculations of turnover cost, and be examined as separate factors when any decisions have to be made. The scheme visualised as corresponding to Gaudet's somewhat vague ideas may be set out as a numerical example (below).

Setting on one side the difficulty of estimating some of the items enumerated (how is one to estimate the higher accident costs attributable to the presence of trainees, for example?), the method outlined, however attractive superficially, is subject to serious drawbacks. An obvious one

is that a reduction in costs per engagement (or separation) could easily be associated with a deterioration—not an improvement—in the labour situation. If labour wastage increases, it is reasonable to assume that less time will be available for exit interviews; and as the rate of recruitment will be stepped up in order to maintain the numbers in the labour force, the time given to the interview can be expected to reduce. This reduction in time spent might well result in a fall in the cost per engagement or separation.

It might be suggested that we ought to take the total cost (here it is £1,197), and relate it to the average number employed in the occupation in question during the period. This seems a much more sensible approach than the procedure referred to earlier and, if the cost figures concerned were basically sound, it could hardly be bettered. However, it is here that we come up against a major conceptual error in the whole approach—an error which is exactly analogous to the one involved in using the crude labour-turnover rate as a measure of labour wastage.

It has already been suggested above that this measure fails because it does not take into account the length-of-service structure of the labour force. It is well known to all engaged in personnel work that the newly hired worker is far more likely to leave than one who has been employed by a firm for a few years, or even a few months. Hence, if a firm is expanding its labour force, its crude labour-turnover rate it likely to increase—not because of any change in conditions which executive action can materially affect, but simply because it has a greater number of short-service workers on its staff than previously. We cannot do better at this stage than cite the experience of The United Steel Companies Ltd., in this connection.

Two research officers of that firm, K. F. Lane and J. E. Andrews, in a paper read before the Royal Statistical Society in 1956 stated that the annual turnover rates for two departments in a branch of the United Steel Companies were found to be 8.8 per cent and 17.3 per cent. From these figures the obvious deduction was that the former department showed greater stability than the latter. However, the writers explain that a closer examination of the figures revealed that, if anything, the first department was rather less stable than the latter. The reason for the apparent anomaly was that the probability of an employee's leaving depended strongly on his length of service. Generally speaking, the newer he was to the work the more likely he would be to leave, so that departments which had a high proportion of short-service staff tended to have the higher turnover rates whether or not the men were in fact less stable.

Eloquent Facts

In the example quoted above, the second department had just been expanded. Whilst the average numbers of men with less than one year's service and with more than one year's service in the first department were 26 and 1,091 respectively, the corresponding figures for the second department were 50 and 332. Thus the discrepancies between the proportions of staff with short service in the two departments were considerable and more than is needed to account for the misleading results obtained from the labour-turnover rate comparisons.

How is this relevant to the costing of labour turnover? Simply because by concentrating upon engagement, training and separation costs actually incurred in a given period we are obtaining figures which are strongly influenced by the length-of-service structure of the labour force—a structure which may have come about as a result of a particular pattern of labour wastage, but which equally well may have been influenced by changes in recruitment policy, business expansion and so on.

Machine Shop Recruitment and Wastage

January, 1959

Workers recruited during month—30

COSTS

£120—recruitment

£210—selection and engagement

£540—induction and job training

£297—on-the-job costs (*work spoilt by trainees, increased cost of supervision, higher accident costs, etc.*)

£30—separation costs

Average number of workers in department during month—27

Number of leavers—15

Cost of each engagement = £11
(*£120 + £210 divided by no. of engagements*)

Cost of training each employee = £31
(*£540 + £297 divided by 27*)

Cost of each separation = £2
(*£30 divided by no. of leavers*)

Total labour wastage cost: £1197

Let there be no doubt about it, the conventional methods, typified by Mr. Gaudet's article, are not costing of labour turnover at all. The method confuses recruitment costs because of the need for replacements with those arising out of expansion; makes no distinction between wastage after a substantial length of service and short-service leavers; and does not provide an adequate basis for estimating wastage costs when replacements (maybe owing to the shortage of new workers), are not being made. It is not at all surprising that few firms have as yet found much use for such a confusing and illogical concept, and that those comparative studies which are available show such a diversity of results that no proper pattern or basis for comparison has arisen.

In a recent article in this journal (December, 1958), the writer advanced some ideas on a new approach to labour turnover costing which avoids some of the disadvantages of the methods at present in use. It does not by any means claim to be the last word on the subject but it is hoped that, read in conjunction with the present article, it will stimulate some re-thinking on this difficult and complex problem. Our present methods are not only hopelessly inadequate—they are hopelessly out of date. Are we going to let another forty years pass without any improvement in techniques?

By Henry Allen

INDUSTRIAL RELATIONS MANAGER, BRITISH DIVISIONS OF
THE YALE & TOWNE MANUFACTURING COMPANY

Are we cheating our employees ?

The shopfloor worker desperately needs to be developed to a full understanding of his role in joint consultation, declares this controversial article. Management must learn to give with both hands; otherwise it is cheating its employees—and itself

PERSONNEL policies and programmes have flowered in the culture of a philosophy which elevates the individual and subordinates everything to the need for human satisfaction. Both sides of industry have been clamant for the individual's right of liberty, equality and fraternity.

Yet have they appreciated that such a triple gift implies ability to *use* it and, indeed, first to *understand* it?

Modern personnel practice has been to credit the operator on the shopfloor with industrial and commercial maturity. There is a risk, however, that many of the people at shopfloor level who *could* derive considerable benefits from such gifts are at present gaining little. Largesse is *squandered* on employees not from wanton reasons but because they are unprepared and incapable of absorption. And management is guilty of cheating both its employees and itself.

Industry has postulated joint consultation as the essence of worker/management co-operation in production planning and implementation. Management takes for granted the workers' power to use fringe benefits.

What happens? In committee room consultations there is lamentable evidence that neither in ease of expression, in mental clarity, nor in logical thought, is the shopfloor man able—despite perhaps a desperate willingness—to move adequately among top-level men.

It is, I suggest, a paramount need in modern labour relations that industry turn its penetrating enquiry on to the field of employee development; not on production skills, but on that liberal education which alone equips a man to make sound judgments, to select, to co-operate, to understand and to share in a joint responsibility.

Many young people entering work today have had little or no training of the kind that makes a clear, informed mind. Values—based on a knowledge of the humanities—have not been planted. There has been much licence, much shielding, and little stern direction of the younger groups. Many young people, feeling the world their oyster and suffused with that wholly admirable and stimulating belief in their own needs, rights and intentions, lack the mental capacity, the moral depth—and often the sheer mechanics of expression and comprehension—to take a firm hold of the immeasurably satisfying life that modern industry is prepared to give.

Industry has two duties: to demand from national education that teaching methods be overhauled to ensure the equipping of young people with certain qualities and competence; and to launch its own schemes for "educating" personnel.

The term "liberal" education is a wide one, yet its connotation is not difficult. It involves a training in the skills of a balanced mind; a cool, judicious appraisement of any given situation; and a confident assessment of circumstances based on accepted values.

It would take an entire textbook to list and illustrate every occasion when a set of circumstances is blurred and obscured, thrown out of perspective by the ignorance, emotional ill-balance and fuddled thinking of those involved. Everyone among us who works daily in shopfloor contact knows those innumerable upsets that electrify the atmosphere of the workplace: supervisors angered and passing hasty judg-

ment; employees thrust into a defensive position motivated by emotion rather than reason.

We remember the wild, inchoate talk that sometimes masquerades as a "committee meeting"; the time wasted in illogical discussion; the lost opportunities to clarify and enunciate a firm line of policy through failure of someone to grasp the issue. We know those lamentable records of petty thievings, of wanton wastage, of mishandling through ignorance and carelessness. Above all we know those sad failures to understand that the individual who wants his liberty, equality and fraternity must be a developed man, if industrial relations by way of production committees, profit sharing, joint consultation and so forth are to bear fruit.

The individual cannot fully develop himself. The provisions must be there, after which a man must be encouraged to grasp the opportunity. Industry, fostering its labour relations as something infinitely precious and of paramount importance, must shoulder the task of giving more liberal education to its employees.

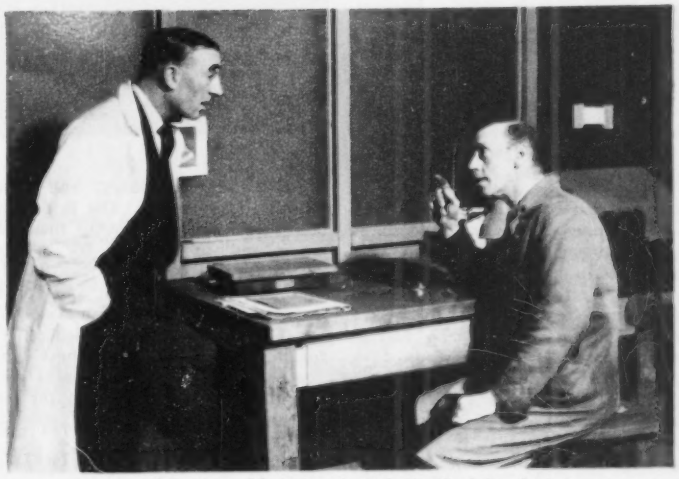
Given that this is the only solution to the problem of really effective labour relations, how do we go about it? It will be major work indeed. The beginnings must inevitably be with the younger employees who are still resilient enough to respond quickly to further development. It must mean that vocational education is lavishly supplemented with the liberal; that youths are taught not only machine skills but also the arts of debate; that they are taught to formulate and present a valid point of view. There must be practice for individuals in the understanding of language; in the assessment of history; and in the achievements of the "master spirits of the age".

There will be problems: and short term costing and labour provision will be among the more practical and immediate. But the long term values are incalculably great.

Industry and those industrial relations specialists who are mainly concerned must climb down from the cloudy world of theory and philosophic detachment into the actualities of everyday programmes.

Here is a brief, relatively minor but nevertheless illustrative case of one primary step in "liberal" education. The players were a group of shopfloor representatives, meeting monthly for group discussion on problems ranging from production to welfare. It was decided to try a pilot training scheme after several meetings had proved worthless because of the inability of several members to follow a lucid argument, let alone develop it, and because of the narrowness of interest which forced many a promising discussion down to the banalities of domestic background.

Bold opinions without the brake of reason can wreck committee work, and . . .



. . . even a shared problem is often bedevilled by bad temper or other personal limitations

The agenda for the meeting was analysed in a logical breakdown, copies of which were sent to representatives a day or so before the meeting. Consequently, they came to the meeting with the fully developed argument and possibly an analysed conclusion. That gave a broad, firm platform along which discussion could be coralled—and the tyro debaters saw how a point could be broken down into its specifics.

A considered opinion. Simple literature was assembled, relevant to aspects of the topic under study. Over a period of some three months the group was given training in logical expression, validated by selected pertinent data. It was a small, perhaps an insignificant step forward, but at the end of the period every member was talking better, stating a more considered point of view, and eliminating the emotional cloud that so often drapes artisan argument.

Practitioners of industrial relations will be ready to formulate other, more imaginative and successful schemes. But the policy must first be accepted. Liberal education must come more completely into the sphere of what industry undertakes to provide. That is the only way to ensure that a worker is a happy individual in harmony with his industrial partners at every level.

Manipulating moods and boosting business by sight and sound – this year's winners are the firms to follow

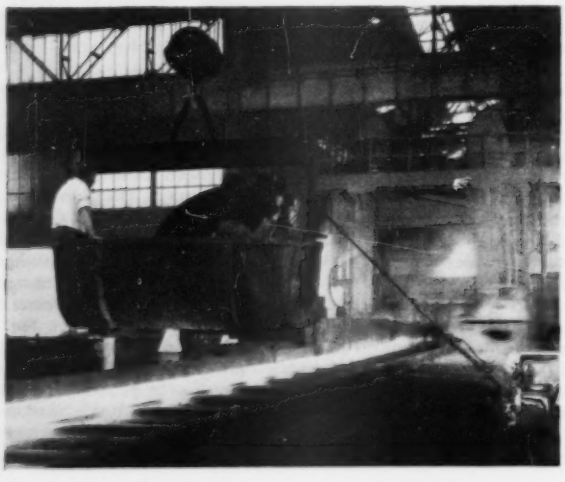
Giving the firm a fresh face

by Alec M. Hughes

THE FILM is the trickiest instrument in the whole public relations orchestra", declared Eric Underwood, P.R.O. of the United Kingdom Atomic Energy Authority, at the recent Harrogate Festival of Films in the Service of Industry.

With 112 British and 27 foreign films screened during the four days, delegates had an abundance of opportunities of assessing just how tricky industrial film-making is, and just how successful a medium it is for public relations, sales promotion, education and training, health and safety, productivity and efficiency, and human relations and welfare. The British films competed for awards in all these categories and, in addition, for a special award for the best film calculated to promote British exports; and for two awards made by the British Association for the Advancement of Science. (One for the film providing the best exposition of the scientific principles underlying an industrial process: the other for the best presentation of science to the public.)

Some novel public relations. Undoubtedly public relations was the principal objective behind the production of the majority of films at Harrogate. Over half the British films were in the four categories concerned with public relations and sales promotion, and a good number in other categories had one of these objectives in mind. But it must not be assumed that the result of this was a spate of "hard selling" films.



A warm "shooting box" in a steel rolling mill. Filming the swift passage of the hot metal being reduced to shape between the rolls

An enlightened public relations policy can lead to the production of as beautiful and informative a film as British Transport's *Between the Tides*, which won the B.A.'s award for the best presentation of science to the public. Here was a superbly photographed and directed study of marine life on the South Wales coast which, by exciting interest in finding more out for oneself, must lead viewers by one road or other to the sea. Equally informative was the other B.A. award winner—Shell's *Schlieren*, an account of the photographic technique which uses the refraction of light caused by variations in air pressure and temperature to record natural (and normally invisible) phenomena in colour (shock waves around an aerofoil in a wind tunnel; air currents; the mixing of colourless liquids; the shock waves from a sparking plug; and even the air emerging from the vents of a recorder as it is played).

Public relations on film may take the form with which we are familiar in the Press—the association of the name of an organisation with some unique

For a scene in a National Coal Board film: rehearsal of an incident in 1785 when miners in a gassy pit tried to work by the phosphorescent glow of rotten fish

enterprise, as in World Wide's film record for B.P. of the Fuchs expedition —*Antarctic Crossing*; the presentation of a record on film of some fast disappearing culture, as in Unilever's beautiful *The Surf Boats of Accra*; or a carefully documented historical record as in the National Coal Board's *Nine Centuries of Coal*.

Public relations may also mean informing the public of technical developments or behind-the-scenes activity which the man in the street would not normally encounter. British Transport's *Rail Stress*, showing detailed research on the impact of rolling-stock wheels on the leading edges of rails; Esso's *Your Petrol Today*, showing research into the blending of petrols appropriate to varying climatic and operational conditions; *Paths of Progress*, showing the varied research in the gas industry, from thermal efficiency to refrigeration, from methane-gas pumping to cookery; or *Colin Wills Reporting on Electricity Supply*, showing the complexities of organisation behind the National Grid system of electricity supply.

A job inside industry. These and many other films provided examples of the way industry can put itself across to a wide public with film. But film has a big job to do inside industry itself, and Harrogate was not lacking in examples of its use. It might be a straight educational job—advanced petroleum technology as seen in the prize-winning *Catalytic Reforming Part 1—the Reforming Reaction*, explaining chiefly by animated diagram the reforming of raw 'feed' into the correct balance of paraffins, iso-paraffins, and aromatics for high-octane fuel; or instruction in the use of a compressed air blaster in coal mines (*Air Blasting*); or instruction for engine drivers in driving the new diesel locomotives being introduced on British Railways (*Diesel Train Driver Part 1—Driving the Train*).

However, not all instruction is in techniques, and modern industry is well aware of the importance of training people in the elements of good human relations. The British Productivity Council has done a good job in using film to emphasise the importance of the human factor as an influence on productivity, but its new film, *A Company of Men*, was not up to the standard of many of its previous productions—and at least one of its Harrogate entries. One has the impression that the film failed because of a combination of factors. Rightly, for a film of this type, the producers attempted a case-study technique. In sound film strip case studies of the kind pioneered by the Industrial Welfare Society, the actual visual presentation takes only about five minutes, and this demands that the background information is carefully selected and compressed, but can be supplemented by the discussion group leader.

In this 30-minute film, there was plenty of time for irrelevancies, and since the case was built up partly by presenting mute scenes with details given in commentary; partly by presenting live action with the characters talking themselves; and sometimes by mingling the two so that a mute sequence would suddenly blend with dialogue, a good deal of confusion resulted. Since it was made in co-operation with the European Productivity Agency, one felt that the producers relied far too much on commentary to facilitate translation into other languages. Finally, and this was its basic weakness as a film, because the effort was made to present all the complexities of the case, one lacked a dramatic focus for events so that the production was stilted and rather long-winded.

Compare *Men at Work* (the British film), and one can see immediately how much better it is to present events dramatically by centring them round one character. If the case-study approach is preferred (and there is a great deal to commend it), then surely such films should be short (the G.B. Film Library's new American series points the way here), must cut out all irrelevancies, and must not intermingle commentary and dialogue indiscriminately. But if the B.P.C. failed with this film, they scored a bull's eye with their class Award winner, *Variety Reduction*. Obviously inspired by the Henry Fonda feature film, *Twelve Angry Men*, this presented a very convincing meeting of senior management with a work-study expert, the proceedings being confined entirely to the manager's office. An almost completely verbal presentation of a case normally makes for bad film, but this was the exception that proves the rule—giving the audience not only a better insight into the problem of variety reduction but also giving them a better appreciation of the human factors that influence individual attitudes towards it.

What target audience? A weakness of too many industrial films, including those designed for education and training, is that they lack a precisely defined target audience. Even when this is not

the case, the film is often planned without any consideration for the context in which it is to be used. It was encouraging therefore to find two Shell-Mex and B.P. sponsored films designed for use in training petrol station forecourt salesmen. In *The Full Treatment* and *Service every time*, were two excellent examples of carefully prepared films designed to fit in with a complete course of training, and indeed specifically linked with lectures on that course. The first of these opens with one of the training staff saying "Well, you've just been listening to a lecture . . . " and introducing a demonstration of the complete servicing of a vehicle on the forecourt. This is followed by a complete recapitulation which elaborates the points made in the first demonstration. The second film, *Service Every Time*, was accorded an Honourable Mention. It followed on the lessons of the first film by demonstrating how two salesmen could give a complete forecourt service in under three minutes. Here were two films for internal training, carefully designed for a precise job, and attempting only as much as was required at a particular stage in training.

Breaking new ground. Harrogate provided few original ideas in film making. One must expect a good deal of orthodoxy in an art as well established as British specialised film production, and it would be both unrealistic and ungenerous to anticipate many novelties at a Festival of this kind. Since so much emphasis has been given by industrial sponsors to the sales promotion film, it was perhaps not surprising that the Export Award should have gone to a very well-photographed but highly unoriginal film, *Design For Work*, which attempted to push the sales of Austin commercial vehicles with a movie catalogue liberally accompanied by the conventional clichés.

How refreshing to find that it was precisely in this category that the two most original ideas were to be found, and both in films sponsored by Ford. *Your Automatic Choice* sold the virtues of the Ford Zephyr with automatic transmission by a racy, visual and live sound comparison between three-pedal and two-pedal driving (one does not easily forget the ideal three-pedal driver—see her for yourself; it would be a pity to give away her secret!). *Bandwagon* broke entirely new ground with a sales film for the 'Thames' shooting brake which extolled all its virtues in a colour sound film without one word of commentary. This was a most refreshing and enjoyable production and *Bandwagon* won its category award, one imagines, by far more than a photo-finish.

One cannot easily generalise about 112 British films ranging over so many aspects of industry. Compared with the entries in 1957, at the first Harrogate Festival, one can discern some trends. Films are, on average, getting a little shorter (how one agreed with the producer who said that he had in his office a notice which reads *Every film is too long*). Colour is in the ascendancy—only half the films in 1957 were coloured; two-thirds were in colour this time. Photography is almost universally good; in many cases excellent; and in some, superb. But we still have the commentators battling against the background music, and we sympathise more than ever with the caustic comment of one specialist member of a Brains Trust who, in referring to the almost incredibly limited number of stock tunes ('mood music' in the catalogues), which form the musical accompaniment of so many industrial films, said fiercely "I hate hearing those damned discs!"

But despite all possible criticisms one comes away from a festival of this kind realising just how effective good film can be; and agreeing with Eric Underwood when he said that despite being the tricky member of the orchestra "a sound film, particularly in colour, is the next best thing to actually being there—in some cases even better."

Home-made Films for Training's Sake

Many more firms are recognising the opportunities for using low-cost films in their staff training programmes. This case-history is extracted from "Business Films: How to Make and Use Them", to be published shortly by Business Publications Ltd.

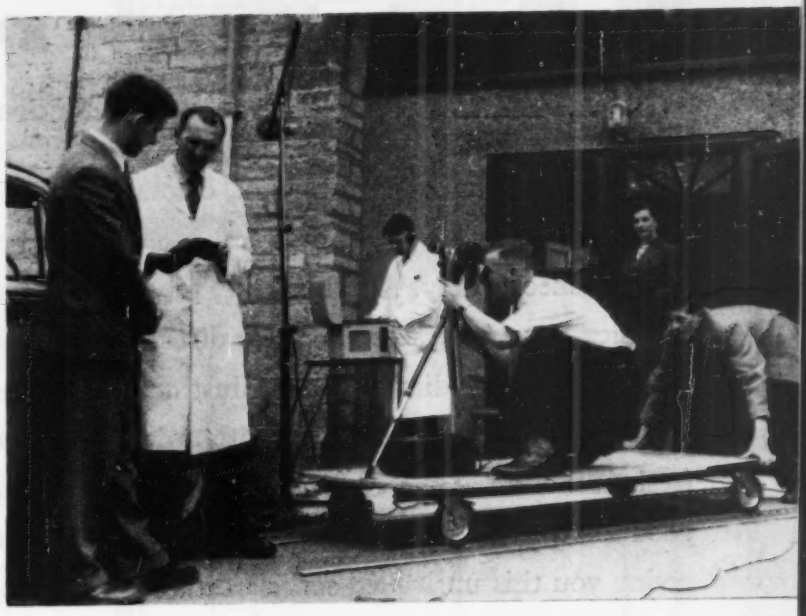
C. and J. Clark Ltd., shoe manufacturers, Street, Somerset, began to make training films—on a carefully restricted scale—about three years ago. They did so because they had found that few of the ready-made subjects dealt with their type of industry, or, more important, suited their methods of instruction.

The company have over a dozen factories in the vicinity of Street and a few elsewhere. Each is virtually a self-contained unit employing about 300 workers and producing a specific range of footwear. Although mechanisation has been developed as far as possible, the work still involves a larger proportion of craftsmanship and manipulative skill; moreover, many of the raw materials of shoe-making are animal products which vary from piece to piece and have to be used with discretion. For Clarks, therefore, the training of operators and supervisors is a very important business activity.

In 1956 Clarks already had a small, part-time film unit. Run by the photographic department, this concentrated on a very specialised branch of do-it-yourself film-making: the recording of operations for work study analysis. When the new venture started, the unit was promptly brought under the direct control of the training department.

Significantly, it is still part-time, whereas the visual aids section, to which it belongs, is full-time. In other words, the people concerned with it have a definite training responsibility, and not a film-making responsibility.

The only full-time member of the visual aids section is an artist/camera-



Outside Clark's training department at Street, the film unit goes to work on a training film

man. In the production of films or filmstrips, he is assisted by two part-time members and also by the company's still photographer. Planning and supervision is by an informal committee which consists of the training officer (in the chair), the cameraman, the head of the department immediately concerned with the training content of the proposed film, and a member of the administration staff who has had experience of personnel work.

Clarks never spend time and money on making films for the sake of it. During the past two years they have used the medium in various ways. Here are some examples of the flexibility which they have achieved.

Safety training. The unit's first major production (after a couple of 'dummy runs') was a 20-minute film on accident-prevention. This was certainly designed to fill a gap in the material available from other sources, which dealt almost exclusively with heavy industry and thus made little impression on C. and J. Clark employees. Showing typical hazards in the company's own factories, it was photographed on 16-mm. Kodachrome, with commentary and effect on magnetic stripe.

The safety film is now used by the safety officer in his part of the induction course. Altogether, more than 3,000 employees have seen it.

The total cost was £150. Thus the cost per member of the audience is, so far, about one shilling—*less than the employee's wages during the period that he is actually watching the film.*

Animated blackboard. The response to the safety film showed the unit that it was working on the right lines. But this did not result in a rush to make bigger, better, and more expensive productions. Much of the unit's output since then has been blackboard-and-duster material: short inexpensive records which are simply thrown on to the screen to illustrate specific points during lectures and demonstrations.

Internal selling. The training department sometimes use motion pictures to promote their own services. For example, they have acquired a copy of a 4-minute professional film on the training of paratroops by analytical methods. This is being paired with a short home-made film on Clarks' analytical methods. The aim is to show the fundamental similarity between the two approaches—and thus help to persuade supervisors that the department's 'new fangled' ideas have been tried and proved in other fields.

Research into Training. The real purpose of a film is to improve, rather than to supersede other methods of instruction and communication. In one application, Clarks pick up the training operation before it even gets into the classroom. This involves the recording and analysis of fast-moving processes—not for the purpose of conventional work study but to isolate the job components on which the analytical system is based.

Historical records. 'Real' films are made as and when the demand for them is enough to justify the trouble and expense of diverting the visual aids section from other activities. For example, plans are now being made to compile a film on the history of the company, which will be used during the induction course.

Company cinema. The films are mostly shown in a 100-seat cinema at the training school.

During the winter months, the department puts on evening shows at individual factories. The programme usually consists of four or five short training films—home-made or borrowed from industrial film libraries. Attendance, of course, is voluntary.

'Sponsored' productions. The film unit also handles jobs for other departments. During the past two years it has exposed between 2,000 ft. and 3,000 ft. of black-and-white film on work study subjects; the work study engineers analyse this material themselves on the unit's animated viewer, normally used for editing.

Costs. To provide realistic quotations for films sponsored by the associated companies, the unit has had carefully to investigate its production costs. This has revealed that a fair working figure—taking into account materials, direct labour, and an allowance for overheads—is £30 per 100 ft. of colour film with post-synchronised soundtrack on magnetic stripe.

To equip the unit with a 16-mm. camera, lighting units, editing equipment and optical/magnetic sound projector cost appreciably less than £1,000.

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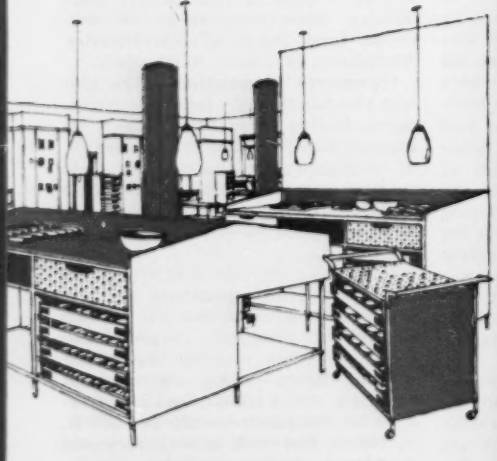
The illustrations on these pages give some idea of the almost limitless possibilities these surfaces open to modern factory design.



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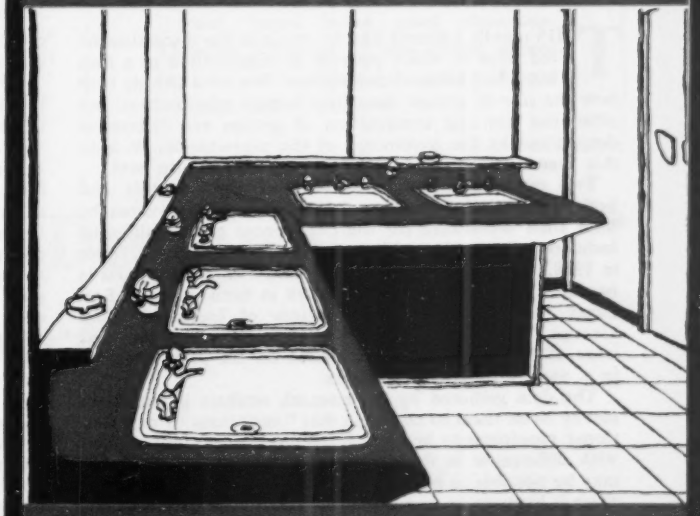

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Discussion Leader

Prediction is Better than Cure

Production systems shape behaviour

THIS month I should like to continue the discussion on the ways in which patterns of organisation in a firm can affect human relationships. We have already seen how the *size* of groups can affect human relationships; but often the size and composition of groups are themselves determined by the *technology* of the organisation. It is to this aspect of the subject that I would like to turn next.

Two recent publications throw more light on this, and both merit careful reading. One is a pamphlet written by Miss Joan Woodward for the Department of Scientific and Industrial Research, published by H.M. Stationery Office in 1958. It is called "Management and Technology", and is based on five years of research work in firms in South East Essex. The other book, "Behaviour of Industrial Work Groups," is by Leonard R. Sayles (reviewed in the May issue of PM&M), and is also based on six years' research in a variety of American firms.

The data gathered by the research workers in the Essex survey leads them to conclude that "variations in organisational requirements between firms are nearly always linked with differences in their techniques of production". So it may be possible to predict what type of organisational set-up there is likely to be in a firm if we know what its production system is. This pamphlet divides these technological requirements into three main types—*unit production, mass production and process industry*. Thus firms using process methods are likely to show a marked specialisation between the three main functions of development, marketing and production. Within each of these functions, however, there is a great deal of integration and democratic decision making.

It is suggested that there are two main reasons for both the integration and the democratic approach. Firstly, the decisions about future developments often involve heavy capital outlay which may not start to yield results for some years. (One process firm, for example, was planning to erect a new plant which would take three years to build and twenty years to give an adequate return on the investment.) In these circumstances the decisions are too important to be the responsibility of one person. The organisation has to allow for joint decisions to be made by senior management and so more decisions are made at board level than in other systems. Secondly, making these decisions became increasingly a question of weighing up the known evidence and reaching a rational conclusion. "Hunches" are not often required.

So it is easier to delegate decision-making responsibilities lower down the line, whereas in less technically advanced industries, senior managers might be afraid that subordinates would choose the wrong path. So decisions taken at the lower levels rarely need to be reversed as they go up the line. Conversely it is easier to reach unanimous decisions at Board level and these decisions tend to be approved by lower ranks. A corollary of this is that management by committee works well. Thus if we link this aspect to what we said some months ago about the skills needed to be a good committee member or a good chairman, we see that even here the organisation and structure may have as big a part to play in the success or failure of committees at work as the skills of their individual members.

In unit production we find a different picture. There we have a centralisation of authority and a close co-ordination between the different functions. The marketing function is often the first job. The firm sells an idea to a customer and develops it to meet individual customer requirements. Thus the different functions must keep closely in touch with each other on a day-to-day basis. Decisions are short term and usually involve both policy and production methods. Hence they are more likely to be taken at the top.

In mass production the requirements of the technology are again different. Production is the essential and central activity with research and development coming a close second in importance. However, these two departments are not integrated. Each pursues its separate way, with decisions being made about each at top level. Thus each function needs to know what the other is doing but close day-to-day co-operation is not necessary and might even be harmful. Decisions, too, often involve only the department concerned (for example the planning of a sales organisation would involve the marketing people only). Thus many decisions need not be taken at board or senior level and can be delegated. These findings are of great significance if they can be shown to be universally true. It was noted, for example, that the most successful firms in all three categories were those which followed closest to the middle of the pattern for their own group.

Leonard Sayles approaches this problem from a different angle but his conclusions show an interesting similarity.

He argues that some *groups* of people behave in certain characteristic ways over the years irrespective of the personnel connected with them, or the type of supervision given. He analyses some of the reasons for this: I will say more about it next month.

Change and Age in grapple

I WANT to devote the rest of my space to some further problems sent in by you on the subject of change. Three such problems centre round the introduction of new technical processes and the human problems which are consequent.

A Leicester man writes: "Your suggestions about making changes don't help me very much. We are introducing a new process which is going to displace fifteen men. They are skilled at the old work, but not skilled for anything else. Our problem is to pick six of these for re-training to fit them to man the new process, and then to convince the other nine that they are not going to lose financially through the change. You suggest we should try to minimise the effect of such production changes and consult groups when changes are necessary, but how would we put that into effect in this case?"

Two other technical managers have similar problems. One says a new process is displacing several men. Most of them can be found other work, but two of the most senior and most experienced men cannot be placed elsewhere. "What is to become of these men?" he asks. "In their middle fifties are they re-trainable to man the new process? If we don't re-train them what future can they expect?"

A sales manager has a different morale problem on his hands. His organisation is being taken over by another group of companies. Sales policy and especially the development of new markets is centralised in the new company. His staff know, therefore, that although there is going to be no immediate change, their chance of doing any worthwhile development work in the future is very small. The manager is wondering how he can keep morale up in his department under such adverse circumstances. Can you help any of these managers with some advice?

Many voices make good discussion. Thoughts suggested by this article should be sent to the Editor. A guinea is paid for each letter published.

Extra Burden Demands Flexible Support

An industrial editor is more than a receptacle – Trust flows with management news properly released

by Bernard Sluman

WITH the advance of industrial techniques and especially of automated processes there will be an increased need, in the next 10 years, for effective communication between management and employees. This will surely multiply the responsibilities of the house journal, which has a unique role to play in the interpretation of company policy.

Lord Crook, president of the 450-strong British Association of Industrial Editors, prophesied a busy future for members when he addressed the 10th annual convention of the Association at Folkestone in April. He reminded them of their duty to infuse into people a sense of challenge, a sense of the importance of their work, and a realisation of the part they must play in the life of the country.

The fact that since 1949 the membership of the BAIE has shot up from about 50 to 450 editors (producing some 500 journals), added strength and unanimity to the welcome for the President's remarks. But the delegates' enthusiasm and willingness to tackle the problem of communication was somewhat clouded by the frustrations of the past 10 years' work. If an editor is to communicate to the workers, he added, he must be provided with facts related to future policy, and he ought to be allowed to publish such facts before employees read the complete story in their daily newspapers—or at least to publish them at roughly the same time.

One of the vital questions which industrial editors want answered is: "how can management be made to appreciate the difficulties and desires of an industrial editor and to co-operate in providing him with the information he requires—and, more important, that the employees want?"

In the first place, management should be concerned with making sure that the industrial editor is kept closely

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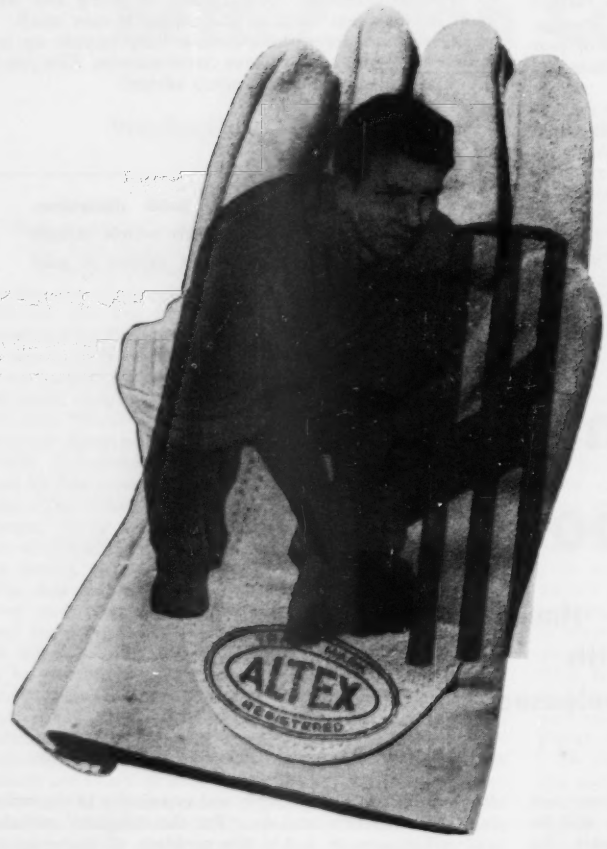

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At a clinic session of the BAIE convention Mr. Maurice Rickards, industrial artist and design consultant, comments and advises on art work in delegates' house journals

informed. Air Chief Marshal Sir John Whitworth Jones, special director of International Computers and Tabulators, told delegates how his Company was tackling this problem. To provide a sustained link between the journal and the Board, ICT established a committee with a director chairman. The sole purpose of the committee is to advise the managing director and the editor on major policy questions affecting the publication. There is no attempt at holding an inquest on each issue—in fact, the committee makes sure that, if it does look at the journal during sessions, the specimen is a few months old.

The Company has found that discussion in committee often reveals a matter of concern to employees and which deserves some policy consideration at a high level. The chairman of the committee, being a director, can raise this question with his colleagues on the Board and arrange for some action to be taken.

The ICT committee is advisory and does not have the right to dictate what shall or shall not be published, nor does it interfere with the editor's own committee of representatives from various departments. In fact, it is there to safeguard the independence of the editor.

The enthusiastic attention of the Folkestone delegates to this plan and to the thinking behind it, indicated that they found this a most acceptable answer to their problem. Of course, the next thing they wanted was for Sir John to pass on his views to other managements—after all, he was preaching to the converted at this gathering.

One further point that Sir John raised, but which aroused little comment, was concerned with the question of which department should have the responsibility of publishing a house journal. At ICT it is in the hands of the personnel manager—"And I am convinced that this is the right place", said Sir John, "where such a department exists". He went on to acknowledge that in many cases it was in the hands of the publicity men. But he felt that this could lead to difficulties, especially as employees might be inclined to regard the house journal as an instrument of management propaganda.

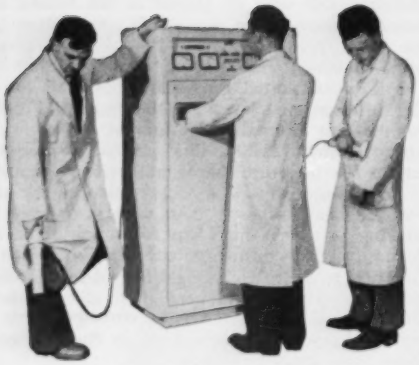
However, industrial editors are not just interested in trying to improve the management for which they work. A most valuable section of the convention was devoted to advisory clinics, where delegates were able to ask the advice of experts on layout, typography and illustrations. But one had only to glance at the record entry of 303 house magazines for this year's competition to appreciate the high quality of these specialised productions. The prize-winners for 1959 were announced.

Teamwork, edited by Geoffrey Ashton for the Nuffield Organisation, was awarded the Industrial Editor's trophy for the best internal house journal. With a circulation of approximately 22,000, this journal is designed to keep employees informed on what their colleagues are doing. It also features new models produced by the Company for the simple reason that many employees engaged on making just one small part of a motorcar are delighted to notice their constituent contribution to the story of the finished product. Although the editorial office is in the publicity department, personnel officers throughout the organisation act regularly as correspondents. *Teamwork* appears once a month—except in August because of holidays—and costs twopence.

The Shell-Mex—BP trophy for the best house story of the year was presented to Mr. Sidney Smith, editor of *Minlabour*, published for the employees of the Ministry of Labour & National Service. Mr. Smith is a civil servant who has turned journalist in his spare time. His winning story dealt with the work of an Industrial Rehabilitation Unit and was designed, as are all of the Journal's features, to present employees with a chronicle of their activities. In this instance, the monthly Journal is published from the Public Relations office, costs sixpence and has a circulation of almost 50 per cent of the total staff. To boost sales, each newcomer to the Ministry is sent a personal letter explaining editorial policy and emphasising the benefits to be derived from a regular subscription.

Apart from these prize-winners, there were more than 60 editors who received awards of excellence or certificates of merit. But the most valuable prize which each of the 150 delegates took away must have been the exchange of views and the experience of the other 149.

Sir Harold Emmerson, Permanent Secretary, Ministry of Labour (right) presents Mr. Sidney Smith with the Shell-Mex and BP Trophy



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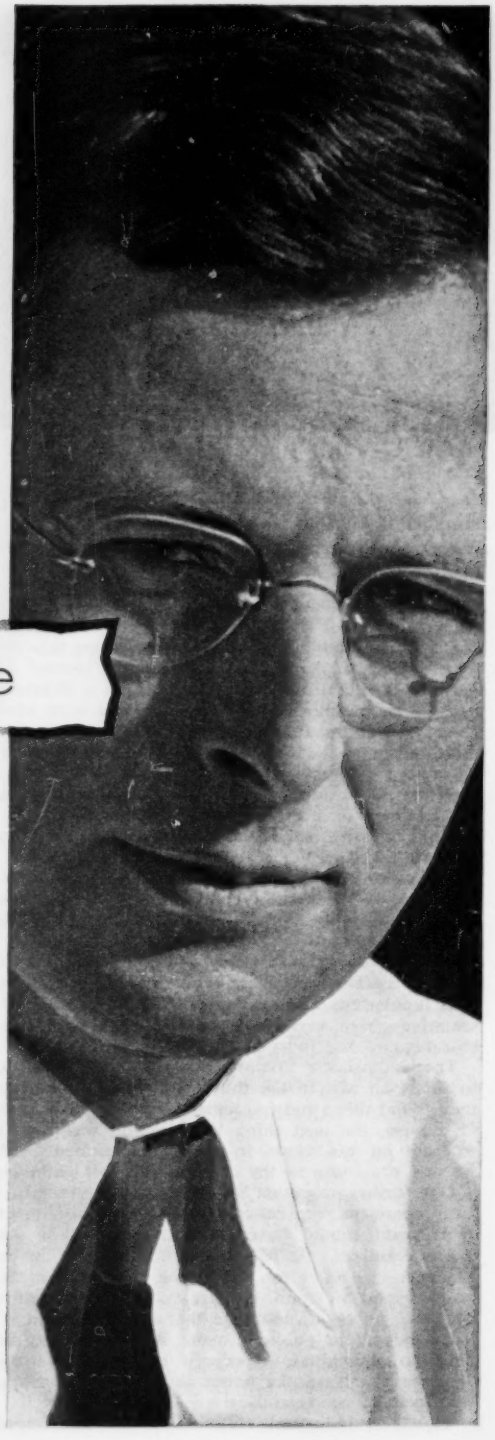

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Health physicists check for betagamma radiation near Atomic Energy factory at Windscale

Facing The Atomic Menace

Part 1—Outlines of known radiation hazards and the cumulative challenge to industry

by Dr. E. E. Lieber

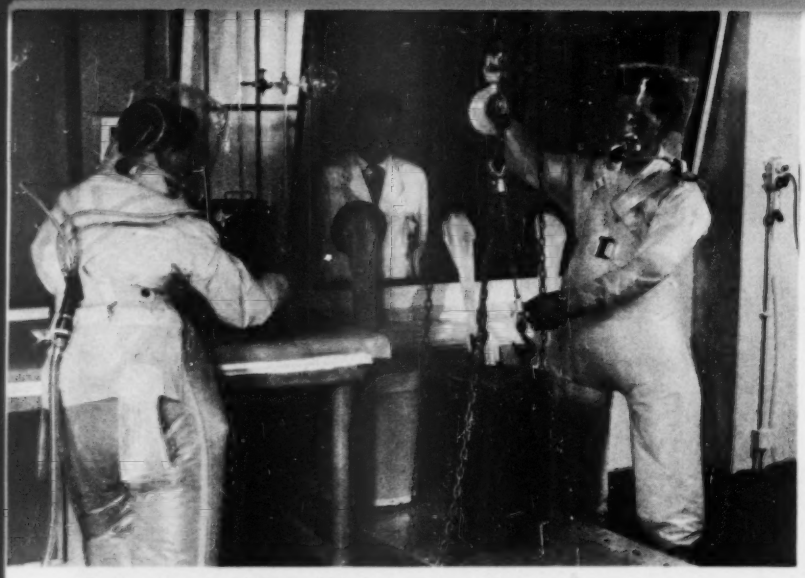
MEDICAL OFFICER, MICROCELL GROUP OF COMPANIES

WHILE scientists release the unexplored energy in the atom, the public is expressing a growing unease. We can see how the coming of atomic energy and the use of radioactive isotopes in industry and in hospitals has created problems of personal protection and the disposal of radioactive waste. Several fearful events are easily recalled: prominent instances of these new dangers are the Windscale No. 1 Reactor incident in 1957 and the recent story of the small boys who were brought from Scotland to be treated at the Belmont Radiological Protection Centre.

In our daily lives we are subjected constantly to radiation; and quite apart from the general increase in radiation as a result of atomic explosions, we are also exposed to such sources as television sets, luminous watches, shoe-fitting X-ray units. Unfortunately we have no precise information regarding the known dangers of exposure, and *views on the safety dosage and the possible genetic effects are conflicting*. What we do know is that many years must elapse before symptoms of disease appear and when they do, it is difficult to link them with some radiation in the distant past.

Ionising radiation has interested the medical profession since its discovery in 1896, but this interest has been intensified by the multiplied applications of atomic energy. Since Hiroshima and Nagasaki in 1945 people have become gradually more aware of the potential dangers of radiation and its pathogenic effects.

As radioactive materials are being used more and more in productive processes and since there is a lack of co-ordinated information on the subject, industrial medical officers, personnel and safety officers are naturally vexed by this development. At this moment many factories are using radioactive materials and everyone concerned



Workers in a specially sealed area at Harwell wear pressurised ventilated P.V.C. suits

with the health of industrial personnel has to be informed of the hazards.

The effects of radiation can only be determined with any certainty when they happen to be excessive. The human body is being subjected to natural irradiation all the time, both from without and within, since the earth itself contains traces of naturally radioactive materials; uranium, thorium, etc., and their decay products. Moreover the body possesses, in its essential tissue-constituents, such radioactive isotopes as Potassium-40, Carbon-14, Potassium-39, besides Strontium 90.

It is important to remember that ionising radiation gives no immediate visible indication of its presence and its absorption in large quantities produces no sensation, so that the harmful effects are delayed.

Even after a fatal dose, as was experienced by so many in Hiroshima and Nagasaki, the first symptoms to be recorded are nausea and vomiting, and even these symptoms only appear after a lapse of hours. The tissues mostly affected, in order of appearance, are the various elements of the blood and blood-forming organs, then the basal layer of the skin, then the bone, and finally, the germinal epithelium. When this occurs, impaired fertility is the result.

The radio-isotopes and their disintegration products emit alpha, beta and gamma rays. The effects of the latter are similar to those of X-rays; they are much more penetrating than alpha or beta rays. Absorbing material does not completely stop them but it reduces their intensity. For example, they can be reduced to 50 per cent in a container of lead ½-in. thick. A thickness of 1½in. would pass 12½ per cent., and 3½in. would pass 6½ per cent. The instruments which detect this radiation are the Geiger counter, ion chamber and scintillation counter, and they can detect the smallest quantity of radiation.

Ionising radiation can cause skin burns which heal with difficulty, and a very intractable condition known to doctors as radiological dermatitis which at one time—notably in the 1920's—affected a number of radiologists and caused, amongst other things, loss of finger-print patterns. Other hazards associated with ionising are warts, loss of hair, and thickening of the skin. I have even had a patient under my care suffering from cataract which was ascribed to radiation.

Some of the radioactive materials which give rise to alpha, beta and gamma radiation present problems of toxicology in addition to those of radiation. Isotopes may be inhaled or ingested. Certain foodstuffs, for example, may be radioactive. It is well-known that atomic explosions and nuclear reactions lead to the formation of radioactive materials such as Strontium 90. This element is precipitated on to the earth's surface and contaminates the soil. We know that Strontium acts chemically in the same was as calcium, and in soils which contain little calcium, Strontium is

W. Murray, a monitor at Windscale, demonstrates protective clothing

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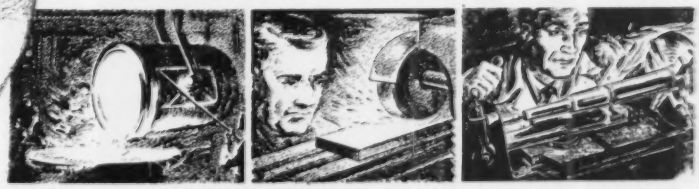

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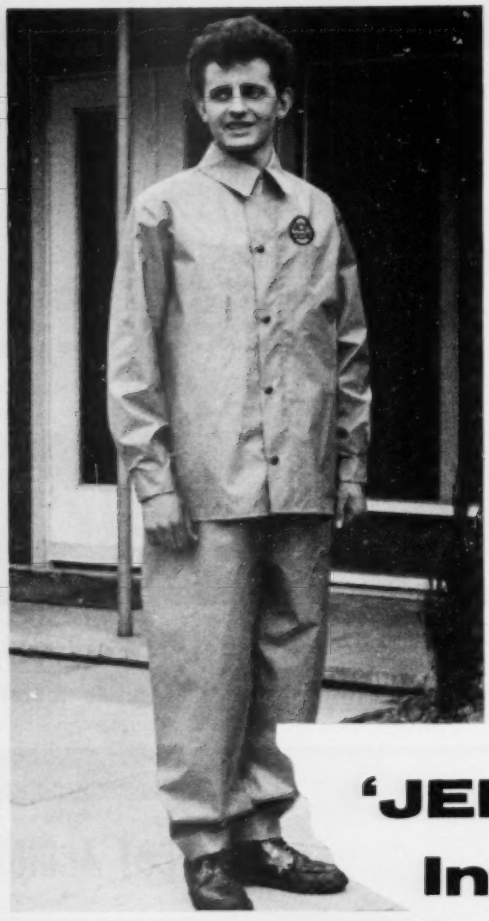

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taken up into growing plants. Over any area where Strontium 90 fall-out occurs, the growing plants will absorb it; it will remain in cereals and grasses. The cows who feed on this grass will, in turn, give radioactive milk which, in a country where milk consumption is high (as in Great Britain), might have serious consequences. An expert committee on nutrition is dealing at the moment with these problems.

Strontium is deposited in the bones and exerts its radioactive effects on the bone marrow. The fact that ionising radiation has been able to induce leukaemia in man has become increasingly evident during the last 15 years. It was first observed in the higher incidence of leukaemia amongst American radiologists, as compared with their colleagues, before standards had been introduced for protection against radiation; and a sharp increase was noted in leukaemia amongst survivors of the atom bombs in Japan. Finally, there is the leukaemia which has developed in patients who have had intensive radiotherapy.

In cases of accidental fall-out, the population living on the scene have to be carefully considered. The hazards will be found mainly in the ingestion of local food substances contaminated with fission products rather than from inhalation. A further source of danger may arise in the municipal sewage system, if this should receive contamination from refuse containing radioactive waste.

Summary of Average Estimated Population Doses of Radiation

SOURCE OF RADIATION	APPROXIMATE DOSE
Natural Background	100
Diagnostic Radiology	at least 22
Radiotherapy	?
Shoe-fitting	0.1
Luminous watches and clocks	1
Television sets	much less than 1
Occupational exposure:	
Radiology and Industry	at least 1.6
Atomic Energy Authority	0.1
Fall-out from test explosions	less than 1

Until a few years ago, apart from luminising paints, the only radioactive material in common use was radium required for therapeutic purposes in hospitals and this was carefully controlled. In industry there is a steadily increasing demand for radio-isotopes for various purposes. Undertakings which make use of these isotopes are well aware of the hazards, and in most instances will already have conferred on the disposal of radioactive waste with the appropriate public health authorities.

We can see that ionising radiation, used extensively in industry at present, will be used even more in the years to come, and gives rise to risks whose control and responsibility rest on the shoulders of doctors, personnel and safety officers and other health workers. As the report of the Medical Research Council (1956) on radiation hazards states:

> "*The hazards to health are qualitatively the same, however, whether they arise from nuclear weapons or from the use of ionising radiation for peaceful purposes. The difference is one of degree or intensity only. As with other sources of energy that man has harnessed to his service, the use of ionising radiation necessarily entails risks,* but the risk is controllable *within limits that he can accept.*"

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The 'Vista' mask is typical of Siebe, Gorman safety equipment. The special facepiece gives unimpeded vision in all directions and does not become misted. It is here shown fitted with M.O.S. approved Radio-active Dust Respirator but may also be connected to a compressed air line or a fresh air supply. The 'Vista' mask is approved for use in ships, including oil tankers.

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Small Canteens Are Unsung Triumphs

FIRMS with limited accommodation and a relatively small number of employees might have second thoughts about providing their workers with a new canteen. Building costs, for example, constitute a heavy burden on a firm thinking of erecting a new canteen in existing premises. For many people, the outlay could never be justified by the hope of good returns. Similarly, the small firm cannot usually afford to be lavish in having a canteen built into new premises.

This does not mean that it cannot be done. Two firms in London, employing 200 and 40 workers respectively, have made the most of available resources to provide employees with this welfare service.

One firm, P. & L. Miller (general engineers), have recruited so many employees since 1940, that their dining room became hopelessly inadequate. As the site of the factory would not allow for additional construction they converted an old, low-ceiling bay. Work was carried out by direct labour from the factory which meant at comparatively low cost. As a result, the workers appreciated it more than they would have if the work had been contracted out.

The new wing has not replaced the old, now exclusively used by shop-floor workers. Both rooms are served from the original kitchen centrally situated. There is a choice of three main courses, sweet and tea for 2s. 0½d: Half-price meals are provided for apprentices during their initial training.

The lunch period is spread over 1½ hours so that the catering staff (five) can deal comfortably with the number of lunches. (About 75 per cent of the 200 employees use the canteen). Office staff have their break from 1 to 2 p.m.; foremen start half-an-hour later to avoid overcrowding and peak activity. The operatives' break lasts only 30 minutes, at their own request: it enables them to leave earlier in the evening and yet still work a 44-hour week.

There is no canteen manager, although for a short time the firm used the services of a catering contractor. Mr. R. F. Dawkins, director and company secretary, handles canteen affairs and feels happy that, since he took over, there have been no major crises or complaints.

Two hundred would probably seem a large number to Progress (Universal) Ltd., who have had a factory/showroom built to house only 40 employees. Many of the workers are recruited locally so that there is no demand from them for canteen facilities. However, there are about 14 people who would appreciate a works catering service.

To accommodate these personnel, the managing director, Mr. G. Fillery, had a small corner of the shop-floor partitioned off to make room for two counter-type tables and about a dozen backed stools, plus a kitchen sink and two domestic electric cookers. The impression is of an occasional snack bar, light and airy.

For so few people, Mr. Fillery's "manageress" does her own shopping each day. To reduce the amount of preparation, she relies a great deal on pre-cooked and frozen foods. Naturally, it is not possible to give a choice of main course to meet individual tastes, but catering for such a number, she has come to know what dishes are in greatest demand. However, a choice is available in that employees can have either soup, main course, cheese and coffee or alternatively a sweet in place of soup.

The budget allows the manageress to buy at the rate of up to two shillings per head daily. Of course, as with most industrial catering, there is little question of making a profit or even of covering over-all costs. In the first place, "Progress" provide free meals for office staff—the major portion of the clientèle. For factory workers the charge is two shillings for men, and one and sixpence for women. In the latter case, there is an immediate loss of sixpence per head, assuming that the budget is fully spent.

Generally speaking no small firm can expect to make its canteen a profit-making concern. But that is not the worry. These two examples do teach that there are ways of catering in limited space and for restricted numbers. One essential ingredient seems to be the willingness to make the most of existing materials.

This canteen at the Wendell Manufacturing Co. Ltd. has been converted from a first-floor assembly shop

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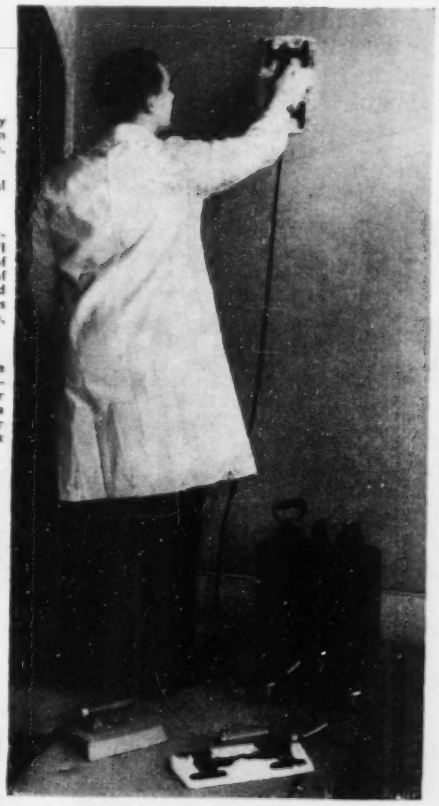

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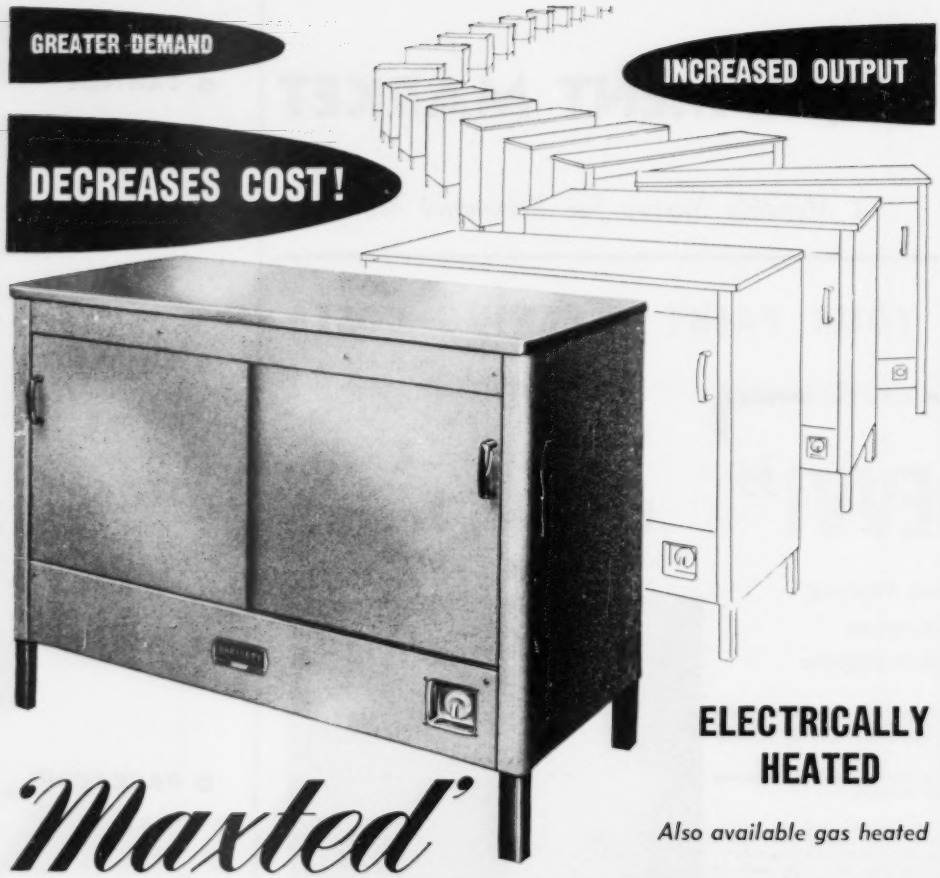

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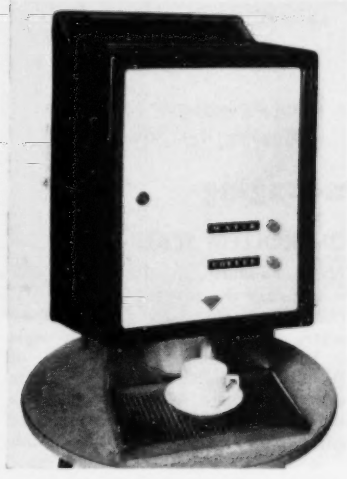

measured amount of coffee and hot water into the cup. Milk is added by hand. The strength of the coffee can be controlled by pressing the button marked "water"; this button can also be used for diluting other beverages. The machine can be adapted to serve tea and costs 95 guineas.

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with one box and one filing drawer or three box drawers as required.

For the office with comptometers, another table has been designed which includes the essential features of a desk together with an angled machine-carrying platform.

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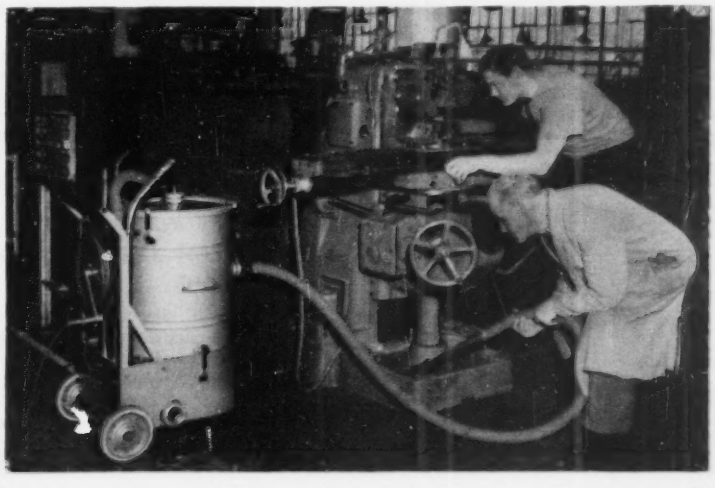
SEVERAL features of the Fordigraph 600 spirit process duplicator are designed to make it easy to run and to help the operator to get better copies more easily. A sheet separating device ensures that only one piece of paper is fed in at a time. Moistening of the copy paper is provided by roller action

MAINTAIN MACHINES WITH PRODUCTION

THE Versatile, say the makers, takes between eight and 12 minutes to completely drain machine tool sumps —as opposed to the normal one to three hours. Conventional methods can involve waiting until the machine is no longer in use, and usually means paying overtime to cleaners. Now the makers claim that the job can be done without adversely affecting production. This cleaning unit has a 20-gallon capacity tank on a rubber-tyred carriage and is fitted with 10 ft. of specially reinforced, flexible hose. To this is attached a variety of rubber probes for reaching inaccessible places. Extra capacity can be obtained by having several drums in series. The machine can also be adapted to work as a floor cleaner and dryer, by the attachment of an extension tube and squeegee nozzle. Price: £98 10s.

Enquiry Ref. No. C6/3



with fluid being pumped direct from a one-gallon container eliminating the need for filling a storage tank. There is a visual control for exact regulation of fluid flow. One triple-action lever controls the machine. A graduated indicator makes it easier to obtain accurate registration by simply turning a thumb wheel. Ninety copies per minute can be produced on continuous auto-feed, and maximum and minimum sheet sizes are 9¾ in. wide by 16 in. long and 3¼ in. wide by 5 in. long. The complete machine (including stand) costs £195.

Enquiry Ref. No. O6/2

TALKING BOX

THE Speechmaster can be used with either six single-line or five five-line telephones. All are in direct communication with the Speechmaster by simple push-button calling. Any of these extensions may be called by depressing the appropriate key and speaking. The handset is not used in this instance, but can be lifted to talk privately in the presence of others—

the loudspeaker is automatically silenced. A call from an extension sounds a buzzer and a small "annunciator" pops out to indicate the origin of the call. The executive with his Speechmaker answers by flicking the appropriate key and speaking. If he is out at the time of the call, he can see who was trying to contact him as the annunciator will remain out.

Enquiry Ref. No. O6/3

Health and Hygiene

SURFACE INJURIES

DEFECTIVE blood circulation may lead to permanent injury. The makers of Hexopal (meso-inositol Hexanicotinate) claim to have found some relief for the damage normally caused to the fine blood vessels near the surface of the skin which are narrowed or even closed by some working conditions: cold handling or vigorous vibration. Hexopal, they say, gently dilates the narrowed arteries at the trouble spots and brings an increased supply of warm, oxygen-rich blood to the starved tissues to counteract the cold. It is taken in tablet form and, they say, has no harmful effects.

Enquiry Ref. No. H6/1

CONTINENTAL TOILET

SILENCE of operation is claimed by the makers of Uni-lynx toilet suites for their latest product. On flushing the ducts and channels direct water in correct volume and to the right places to give maximum efficiency. Installation is made easier by the dimensions of the unit: 29 in. high by 28 in. deep, which means that it could be placed under the average toilet window or in many awkward places where previously only a high level suite could be accommodated.

For hygiene: most surfaces are rounded and even the fixing screws are domed to avoid dust-traps. The Continental cover blends with the lines of the complete suite and overlaps the seat to reduce unpleasant odours. The Uni-lynx is supplied with a cistern of 2 or 2½/3 gallons capacity.

Enquiry Ref. No. H6/2

EASY FILLING

THE Spenso dispenser for hand cleansers consists of a bracket plugged to the wall on which rests a one-gallon can. The pump unit clips to the bracket, down over the lip of the can and is tightened in position. There is also a dipstick for checking the contents of the can. Filling is easy: one

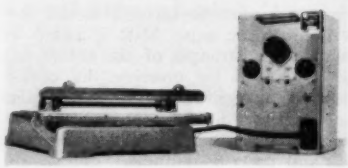
can is simply replaced by another.

Enquiry Ref. No. H6/3

Packaging

CONTROLLED SEALING

THIS standard impulse heat sealer will, say the makers, seal material up to .050 in. thickness without modification. The rate is up to 1,200 seals per hour according to the type of material being handled. An automatic unit controls the temperature of the weld, the time of welding and the cooling time. Amongst the materials



it will seal are: polythene, melinex, nylon, p.v.c. and coated papers. For the small quantity making of bags from layflat or gusseted tubing, there is an extra reel carrier attachment. This also has uses for small sampling runs.

Enquiry Ref. No. P6/1

NO HANDS

IT is now possible for a knot to be tied automatically, using a hydraulic tension string of any thickness under 3 mm. Using no clips or seals and leaving the operator's hands free for packaging, this foot-operated BOWE FILOMAT can tie between 200 and 600 parcels per hour of any shape or size up to a width of 2 ft. The makers claim that it is ideal for use in a

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conveyor system, its specification being: weight 77 lb., length 5 ft., height 3 ft. 6 in. (table 2 ft. 11 in.) and width 2 ft. 1 in.

Enquiry Ref. No. P6/2

Efficiency

'T' FOR INSULATION

OFTEN when insulating boarding has been installed, the need arises for some maintenance or structural work to be done behind the boarding. With many systems, this would necessitate the complete dismantling of the insulation; even as far as to remove the locking plates and fittings. Grecon has been designed to overcome this specific and wasteful problem. By the use of steel slotted T-sections fitted in the normal upright "T" position, the board can be simply clipped up into position and removed as quickly. This system can be employed on inclined and horizontal ceilings as well as on walls and partitions. All fittings can be covered with capping strips to give an acceptable finish. One Grecon pack, which contains all the necessary components for covering 50 sq. yd., costs £10.

Enquiry Ref. No. E6/1

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be chromium plated or in stainless steel, if required. The range now in production includes straight-sided or round units, with or without lids or pouring lip.

Enquiry Ref. No. E6/2

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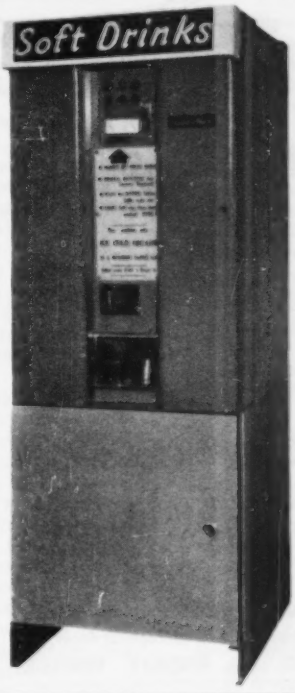

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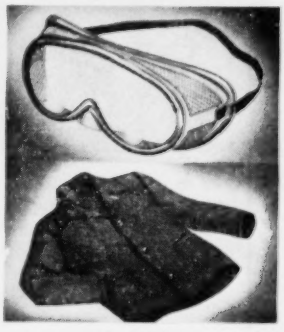

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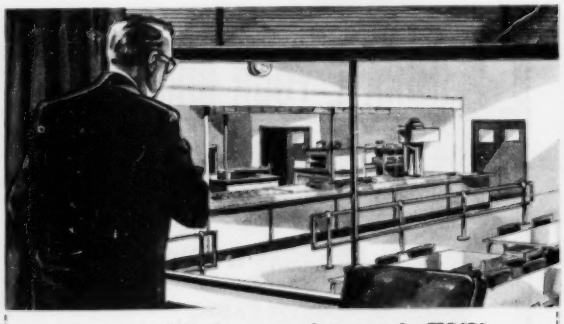

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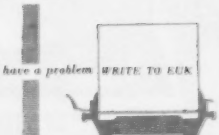

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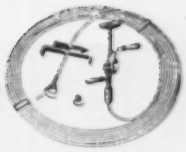

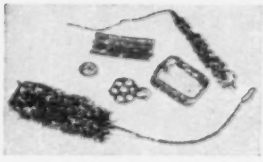

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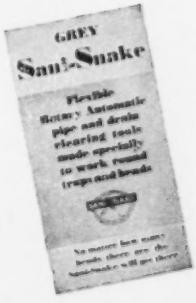

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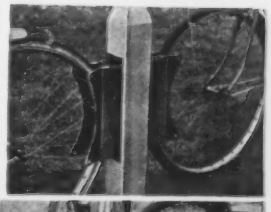

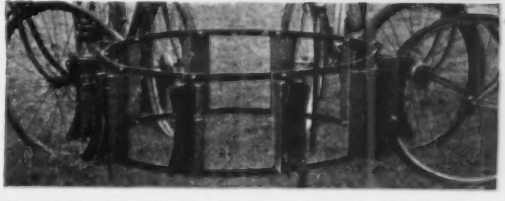

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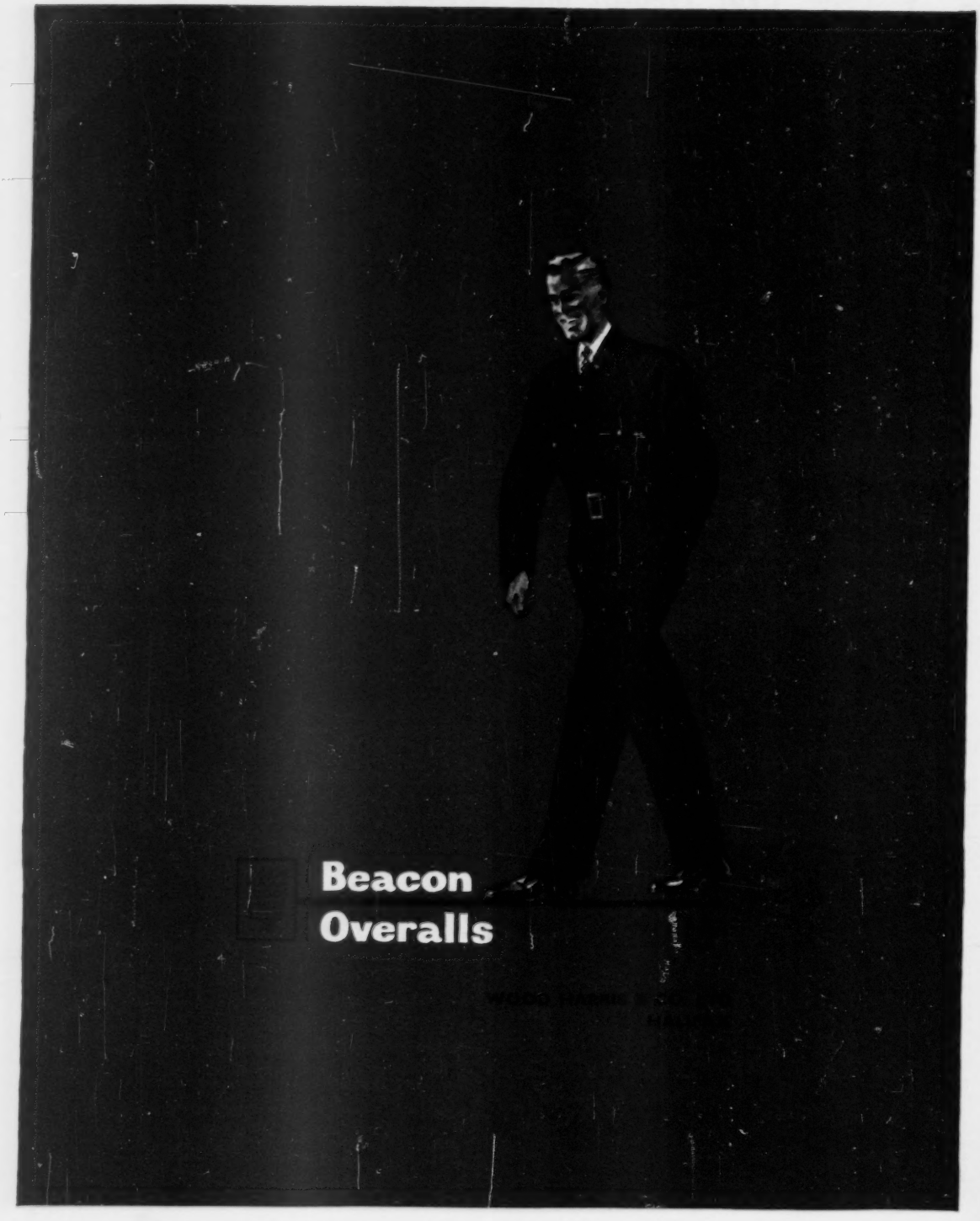
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Dear Reader,

We want to help you by providing an even better *Personnel Management and Methods*. For this we need your help.

Are we giving you the sort of information that is most useful to your firm and to your personal business career ? Are we presenting it in the right way ?

Your candid views are wanted. Please co-operate by ticking your answers to the questions on the back of this form. All replies will be treated in the strictest confidence.

Thank you very much.

Yours sincerely,

Editor

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LONDON, S.E.1.

READERSHIP SURVEY

Personnel Management and Methods

PLEASE TICK THE APPROPRIATE SQUARES

1. DO YOU READ:

Regularly	Occasionally		Regularly	Occasionally	
☐	☐	Discussion Leader	☐	☐	Right Side of the Law
☐	☐	Point-Counter-Point	☐	☐	Management Diary
☐	☐	News, Names, Notes	☐	☐	Equipment Market
☐	☐	New Books - New Films	☐	☐	Catering Today

2. WHICH CASE-HISTORIES ARE OF MOST VALUE TO YOU:

☐	Human Relations	☐	House Journals
☐	Accident Prevention	☐	Visual Aids
☐	Industrial Health	☐	Suggestion Schemes
☐	Selection	☐	Bonus and Incentive Schemes
☐	Recruitment and Induction	☐	Psychology
☐	Training	☐	Community Relations
☐	Executive Development	☐	Industrial Catering
☐	Communications	☐	Cleaning and Maintenance

3. HAVE YOU ANY OTHER SUGGESTIONS OR CRITICISMS ABOUT P.M. & M.?

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Nature of Your Business .....

Size of Firm ☐ under 200 employees ☐ 200-1,000 employees ☐ over 1,000 employees

Your position in firm.....

The following information would be useful to us but is not essential:

Optional and not for publication

Your Name.....

Name of Firm.....

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THANK YOU FOR YOUR CO-OPERATION